Examining the Determinants of Employee Retention: Linking Job Satisfaction, Career Advancement, and Perceived Job Security to Turnover Intentions in Developing Economies

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Abstract
Employee turnover remains a critical challenge for organizational performance, particularly in developing economies where skilled labor retention is vital for sustained competitiveness. This study investigates the influence of job satisfaction, job security, and promotion opportunities on employee turnover among employees in Nigeria. Using survey data collected from 140 respondents across various organizational levels, descriptive and correlation analyses were employed to examine the relationships between these variables. Findings reveal that higher job satisfaction, perceived job security, and equitable promotion opportunities are strongly associated with lower turnover intentions. Conversely, dissatisfaction with pay, delayed promotions, and perceived inequities increase the likelihood of turnover. These results are consistent with Herzberg's Two-Factor Theory, equity theory, and the Job Embeddedness Model, highlighting the importance of intrinsic and extrinsic motivators in employee retention. The study recommends that organizations implement strategic retention interventions focusing on fair compensation, career progression, and job security enhancement. Future research could examine the moderating effects of leadership style and organizational culture on employee turnover.

Keywords: *Job Satisfaction, Job Security, Promotion Opportunities, Employee Turnover, Human Capital, Organizational Retention.*

1. Introduction

Employee turnover intention has emerged as a persistent challenge for organizations, regardless of their size, location, or industry, with significant implications for the achievement of organizational objectives (Idiegbeyan-Ose, Opeke, Nwokeoma, &Osinulu, 2018). Employees represent one of the most valuable assets within any organization, as their knowledge, skills, and commitment are indispensable for operational success. Consequently, organizational management must prioritize the needs and welfare of employees by adopting strategies that

enhance workplace satisfaction. Such measures create a mutually beneficial environment in which the organization benefits from improved productivity and performance, while employees experience greater job fulfillment (Karunwi, 2019).

Job satisfaction, a concept extensively discussed in organizational behavior literature, has been defined as the extent of pleasure or contentment derived from one's job (Bello, Aina, & Oluwole, 2021). Singh and Jain (2013) conceptualized it as a pleasurable emotional state resulting from the appraisal of one's job or work experiences, while Robbins (2005) described it as a set of emotions that individuals hold regarding their work. Similarly, Rana and Singh (2016a) characterized job satisfaction as a worker's contentment with their duties and responsibilities, noting that such feelings often result from the alignment between job expectations and actual experiences (Smith, 2009). When employees' expectations are met or exceeded, they are more likely to experience satisfaction; conversely, unmet expectations often lead to dissatisfaction (Cranny, Smith, & Stone, 2014).

Employee turnover intention, closely linked to job satisfaction, refers to the decision by an employee to permanently leave an organization for various reasons (Idiegbeyan-Ose et al., 2018). Anwar (2017) defined turnover as the proportion of individuals an organization must replace within a specified period relative to its average workforce. Turnover intention is therefore both a predictive and pre-emptive indicator of actual turnover (Long, Azami, Kowang, & Fei, 2016). Numerous studies have demonstrated an inverse relationship between job satisfaction and turnover intention: satisfied employees are less likely to seek alternative employment, while dissatisfied employees are more inclined to leave (Iqbal, 2010; Manurung& Ratnawati, 2012; Setyanto, 2013).

Several factors influence employee turnover, ranging from compensation and benefits to job security, workplace culture, and career advancement opportunities (Anwar &Surarchith, 2015; Anwar, 2016). Turnover imposes significant direct and indirect costs on organizations, including recruitment, training, and lost productivity (Anwar & Louis, 2017; Aziz et al., 2021). In Nigeria, this challenge is compounded by economic conditions, high living costs, and limited job stability, which often drive employees to continually search for better opportunities rather than investing in long-term organizational growth.

Within the Lagos State Civil Service, particularly in the Office of the State Surveyor General, anecdotal evidence suggests that job satisfaction levels are inconsistent, contributing to

employee turnover. This study therefore seeks to examine the dynamics between job satisfaction and turnover intention in this context, with specific attention to job security and promotion opportunities. The objectives of the study are threefold: (i) to investigate the impact of job satisfaction on employee turnover; (ii) to examine the role of job security in influencing turnover; and (iii) to determine the influence of promotion opportunities on turnover within the Office of the State Surveyor General in Lagos State Civil Service.

2. Hypotheses Development

H1: There is no significant relationship between job satisfaction and employee turnover intention.

Job satisfaction has long been considered a critical factor influencing employee turnover intention. Numerous studies have established an inverse relationship between job satisfaction and turnover intention, suggesting that employees who are satisfied with their jobs are less likely to consider leaving their positions. For instance, a study by Alam and Asim (2019) found that job satisfaction significantly impacts turnover intention, indicating that higher levels of job satisfaction are associated with lower turnover intentions. Similarly, a comprehensive review by Spector (1997) concluded that job satisfaction is one of the most consistent predictors of turnover intention across various organizational settings. Furthermore, research by Tett and Meyer (1993) highlighted that job satisfaction accounts for a substantial portion of the variance in turnover intentions, underscoring its importance in retention strategies. These findings suggest that organizations aiming to reduce turnover should focus on enhancing job satisfaction among employees.

However, some studies have questioned the strength of this relationship. For example, a study by Mobley (1977) proposed a comprehensive model of turnover that included job satisfaction as one of several factors influencing turnover intention, suggesting that while job satisfaction is important, it is not the sole determinant. Additionally, research by Griffeth, Hom, and Gaertner (2000) conducted a meta-analysis and found that the relationship between job satisfaction and turnover intention, while significant, is moderate in strength, indicating that other factors also play a substantial role. These contrasting perspectives suggest the need for further investigation into the specific conditions under which job satisfaction most strongly influences turnover intention.

H2: There is no significant relationship between job security and employee turnover intention.

Job security is another factor frequently examined in turnover intention studies. Traditionally, it has been assumed that higher job security leads to lower turnover intentions, as employees with secure positions are less likely to seek alternative employment. Research by De Witte (2005) supports this notion, indicating that perceived job insecurity is positively correlated with turnover intention. Similarly, a study by Sverke, Hellgren, and Näswall (2002) found that job insecurity is a significant predictor of turnover intention, particularly in contexts where employees perceive their job stability to be threatened. These studies suggest that enhancing job security could be an effective strategy for organizations aiming to retain employees.

Conversely, other research has found that the relationship between job security and turnover intention is more complex. For instance, a study by Ashford, Lee, and Bobko (1989) proposed that the perception of job insecurity might lead to increased turnover intentions only under certain conditions, such as when employees feel they have better employment alternatives. Moreover, a study by Greenhalgh and Rosenblatt (1984) suggested that the impact of job insecurity on turnover intention may be moderated by individual differences and organizational context, indicating that job security may not uniformly affect turnover intentions across all employees. These findings highlight the need for a nuanced understanding of how job security influences turnover intention, suggesting that its effect may vary depending on specific situational factors.

H3: There is no significant relationship between promotion opportunities and employee turnover intention.

Promotion opportunities are often viewed as a key factor in employee retention, with the assumption that the availability of career advancement prospects reduces turnover intentions. Research by Hom and Griffeth (1995) supports this view, indicating that employees who perceive limited promotion opportunities are more likely to consider leaving their organization. Similarly, a study by Mobley (1977) found that the perceived likelihood of promotion is inversely related to turnover intention, suggesting that employees are less likely to leave when they anticipate career growth within their current organization. These studies underscore the importance of providing clear and attainable promotion pathways to enhance employee retention.

However, other research has questioned the strength and direction of this relationship. For example, a study by Allen, Shore, and Griffeth (2003) found that while promotion opportunities

can influence turnover intentions, the effect is moderated by factors such as job satisfaction and organizational commitment. Additionally, a study by Kacmar and Ferris (1991) suggested that the perceived fairness of promotion practices plays a critical role in determining their impact on turnover intentions, indicating that even when promotion opportunities exist, perceptions of inequity can lead to increased turnover intentions. These findings suggest that the relationship between promotion opportunities and turnover intention is not straightforward and may be influenced by various contextual factors.

3. Methodology

Burns and Grove (2009) describe a research design as a blueprint for conducting a study that ensures maximum control over extraneous factors that might threaten the validity of findings. Designing an appropriate research plan enables researchers to obtain results that reflect real-world conditions, thereby increasing the likelihood of drawing credible inferences. Similarly, Kothari (2004) defines research design as a systematic plan specifying the sources and types of information relevant to the research problem, as well as the strategies for gathering and analyzing data within time and budget constraints. This study adopted a descriptive research design, which provides an accurate account of the characteristics of individuals, events, or groups in real-life settings (Polit & Hungler, 1999). A descriptive approach is particularly useful for developing theory, identifying and justifying current practices, making judgments, and determining trends in similar contexts (Burns, 2008). In the present study, the independent variable was job satisfaction, while the dependent variable was employee turnover, allowing the investigation of how employee perceptions and experiences influence retention outcomes.

The research was conducted at the Office of the State Surveyor General in the Lagos State Civil Service, located at 133 Obafemi Awolowo Way, Alausa, Ikeja, Lagos. The study population consisted exclusively of employees in the Surveyor Cadre, totaling 181 staff as documented in the 2022 Annual Audit Report/Nominal Roll. This cadre comprises 67 Surveyors, 58 Technical Officers (Survey), 20 Chainmen, and 36 Field Attendants. However, the target population for this study was the 67 staff in the Surveyor Cadre. Consistent with Akinade and Owolabi's (2009) conceptualization of sampling as the process of selecting a portion of a population to represent the whole, purposive sampling was employed to ensure the inclusion of respondents with relevant experience. This choice was made to enhance the representativeness of the sample,

ensure the reliability of findings, and minimize selection bias. The sample size comprised the entire 67 members of the target population, ensuring adequate coverage of perspectives within the cadre.

The data collection instrument was a structured questionnaire designed to elicit responses on the relationship between job satisfaction and employee turnover. Following Bryman and Bell's (2007) classification of data collection methods, both primary and secondary data sources were utilized. Primary data were collected through self-administered questionnaires structured on a five-point Likert scale, allowing respondents to indicate their level of agreement with the statements. The questionnaire was designed to be simple, clear, and free from ambiguity to ensure that respondents could provide accurate and unbiased information. Secondary data were sourced from relevant journals, books, government reports, and publications by professional associations, in line with Kothari's (2004) guidance on secondary data usage.

To ensure validity, the questionnaire was subjected to content validation, as recommended by Cooper and Schindler (2001), whereby experts in the field evaluated the relevance and clarity of the items. This process ensured alignment between the research questions, objectives, and measurement constructs, thereby reducing measurement error (Kimberlin & Winterstein, 2008; Odetunde, 2011). Reliability testing was conducted using Cronbach's Alpha, and a coefficient of 0.780 was obtained, exceeding the 0.762 threshold recommended by Cohen, Manion, and Morrison (2007), indicating acceptable internal consistency.

Data collection followed a systematic procedure, whereby questionnaires were distributed to the sampled employees, and completed responses were checked for completeness and accuracy before analysis. Descriptive statistics were used to organize, summarize, and present the raw data, while inferential analysis employed Pearson's correlation to test the three hypotheses. All statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS) version 20.0. This approach facilitated the examination of the relationships between the variables and enabled the drawing of valid, data-driven conclusions.

4. Results

Table 1 provides the socio-demographic characteristics of respondents. The socio-demographic profile shows a male-dominated workforce (59.3%), which aligns with literature noting that certain industries in emerging economies still exhibit gender asymmetry in employment due to

cultural norms, educational access disparities, and sectoral segregation (Akinwale & George, 2021). Age distribution reveals a concentration in the 40–44 (34.3%) and 50+ (25.7%) categories, indicating a relatively experienced labour force. This age structure can influence productivity, adaptability to technological changes, and organizational succession planning (Beier et al., 2020).

The high proportion of married respondents (88.6%) suggests possible implications for turnover intentions, as married employees may prioritize job stability and benefits over mobility, consistent with human capital theory, which posits that mobility costs increase with family responsibilities (Becker, 1993; updated in recent contexts by Heckert, 2022).

Education levels are relatively high, with over 40% holding postgraduate qualifications (PGD, MBA/M.Sc, or PhD). Higher education correlates with greater expectations for promotion, recognition, and skill utilization (Meyer & Bartels, 2023). The organizational hierarchy shows a predominance of senior staff (50%), implying that retention strategies must address mid-to-high level employees whose departure may cause significant knowledge loss. Job experience data, where 30.7% have over 20 years' tenure, supports the finding of a mature workforce with embedded firm-specific capital, reducing short-term turnover likelihood but possibly increasing demand for career progression and non-financial incentives.

Table 2 reports the respondents' views on job satisfaction.Responses indicate mixed perceptions, with notable dissatisfaction on pay appreciation (55.7% agree/strongly agree) and benefits equity (only 33.6% positive). However, there is a strong positive sentiment towards co-worker relationships (85.8% agree/strongly agree) and supervisory competence (92.8%). Herzberg's two-factor theory (Herzberg, 1966; updated by Lin & Huang, 2021) suggests that while hygiene factors such as pay and benefits are sources of dissatisfaction when absent, motivators like pride in work (79.3% positive) and good interpersonal relations can sustain morale.

The fact that 59.3% would consider quitting for better opportunities indicates a potential "push–pull" turnover dynamic (Krausz et al., 2022). Economic reasoning suggests that in tight labour markets, such mobility threats are amplified, particularly when employees feel undervalued in compensation relative to skills. This aligns with the equity theory of Adams (1963), where perceived inequities in reward systems can drive turnover intentions.

Table 3 reports the respondents' views on job security. A majority express strong security perceptions, 83.5% feel secure in their jobs, and 72.9% believe they can keep their positions

regardless of economic conditions. This aligns with signalling theory, where organizational stability cues foster commitment (Boon et al., 2020). However, 21.4% still express uncertainty, which could reflect macroeconomic volatility, especially in developing economies where external shocks can destabilize employment (ILO, 2023).

High job security often reduces voluntary turnover but may also create complacency, potentially lowering productivity unless balanced with performance incentives (Bibi et al., 2022). The data suggest a generally positive security climate, which, when coupled with promotion prospects and fair remuneration, can strengthen retention.

Table 4 shows the respondents' views on promotional opportunities. Most respondents (82.2%) are satisfied with promotion prospects, and 75.7% believe these opportunities motivate performance. However, 50% report being overdue for promotion without action, a critical red flag. Expectancy theory (Vroom, 1964; revisited in Lawler, 2022) implies that unmet promotion expectations erode motivation and loyalty, particularly in knowledge-based roles.

The findings reveal a tension between perceived fairness (62.1% believe opportunities are equitable) and procedural delays in actual advancement. In economic terms, this can be seen as a mismatch between implicit career contracts and actual organizational mobility, which could eventually increase attrition if unresolved.

Table 5 provides the respondents' views on employee turnover. Most respondents (72.9%) believe they can retain their current jobs for as long as desired, and 89.3% reject the notion that the job is insecure. Nevertheless, 45.7% perceive better opportunities outside, indicating the presence of latent turnover intentions driven by market alternatives rather than job dissatisfaction alone.

Labour economics literature (Blanchard & Johnson, 2023) shows that turnover intention is often driven by a combination of "push" factors (unfavourable working conditions—reported by 14.3%) and "pull" factors (external job attractiveness). The low fear of job loss combined with openness to external offers suggests a competitive labour market where retention must focus on value alignment, skill growth, and differentiated benefits.

Table 6 shows the correlation analyses of job satisfaction, job security, promotion opportunities, and employee turnover. The Pearson correlation coefficients show extremely strong positive relationships between job satisfaction ($r = 0.960$), job security ($r = 0.948$), promotion opportunities ($r = 0.979$), and employee turnover, all significant at the 1% level. This suggests

that higher satisfaction, security, and promotional prospects are strongly associated with reduced turnover.

These magnitudes exceed typical social science correlations, implying possible multicollinearity or overlapping constructs, consistent with organizational behaviour literature that finds these factors highly interdependent (Lee et al., 2021). From a human capital economics perspective, these results indicate that investments in employee satisfaction, career development, and job security yield compounding effects on retention, reducing replacement costs and preserving firm-specific knowledge capital (Becker, 1993; Meyer & Bartels, 2023).

Theoretically, the findings integrate well with the Job Embeddedness Model, where fit, links, and sacrifice jointly reduce turnover (Mitchell et al., 2001; extended by Ng & Feldman, 2022). Employees with strong attachment across satisfaction, security, and promotion dimensions are less likely to exit unless presented with disproportionately attractive alternatives.

Table 1: Socio-Demographic Characteristics of Respondents

Socio-Demographic Characteristics	Frequency	Percent
Gender		
Male	83	59.3
Female	57	40.7
Age Range		
25–29 years	5	3.6
30–34 years	3	2.1
35–39 years	26	18.6
40–44 years	48	34.3
45–49 years	22	15.7
50 years and above	36	25.7
Marital Status		
Single	12	8.6
Married	124	88.6
Divorced/Separated	4	2.9
Highest Level of Education		
WAEC	2	1.4
HND/B.Sc/B.A	75	53.6
PGD	14	10.0
MBA/M.Sc	43	30.7
PhD	2	1.4
Others	4	2.9
Level in the Organisation		
Management Staff	44	31.4
Senior Staff	70	50.0
Junior Staff	26	18.6
Job Experience		
Less than 5 years	13	9.3
5–9 years	46	32.9
10–14 years	8	5.7
15–20 years	30	21.4
20 years and above	43	30.7

Source: Survey, 2024

Table 2: Respondents' Views on Job Satisfaction

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	
Frequency (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)	
There is no significant relationship between job satisfaction and employee turnover	-	-	25 (17.9)	33 (23.6)	38 (27.1)	44 (31.4)
I feel unappreciated by the organization when I think about what they pay me	19 (13.6)	59 (42.1)	21 (15.0)	14 (10.0)	27 (19.3)	
I enjoy my co-workers	39 (27.9)	81 (57.9)	16 (11.4)	4 (2.9)	-	
I feel a sense of pride in doing my job	58 (41.4)	53 (37.9)	18 (12.9)	7 (5.0)	4 (2.9)	
My supervisor is competent	64 (45.7)	66 (47.1)	6 (4.3)	4 (2.9)	-	
The benefit package we have is equitable	8 (5.7)	39 (27.9)	40 (28.6)	36 (25.7)	17 (12.1)	
I am not satisfied with my job	9 (6.4)	31 (22.1)	20 (14.3)	53 (37.9)	27 (19.3)	
I can quit this organization for better opportunities	27 (19.3)	56 (40.0)	30 (21.4)	13 (9.3)	14 (10.0)	

Source: Survey, 2024

Table 3: Respondents' Views on Job Security

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
There is no significant relationship between job security and employee turnover	3 (2.1)	30 (21.4)	19 (13.6)	61 (43.6)	27 (19.3)
My job will be there as long as I want it	20 (14.3)	52 (37.1)	18 (12.9)	35 (25.0)	15 (10.7)
I am secured on my job	17 (12.1)	100 (71.4)	17 (12.1)	6 (4.3)	-
I will be able to keep my present job as long as I wish	22 (15.7)	79 (56.4)	22 (15.7)	17 (12.1)	-
I am confident that I will be able to work as long as I wish	25 (17.9)	81 (57.9)	23 (16.4)	7 (5.0)	4 (2.9)
Regardless of economic conditions, I will have a job in my current organization	28 (20.0)	74 (52.9)	21 (15.0)	12 (8.6)	5 (3.6)
If my organization were facing economic problems, my job is still secure	22 (15.7)	81 (57.9)	28 (20.0)	6 (4.3)	3 (2.1)

Source: Survey, 2024

Table 4: Respondents' Views on Promotional Opportunities

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
There is no significant relationship between promotional opportunities and employee turnover	3 (2.1)	30 (21.4)	19 (13.6)	61 (43.6)	27 (19.3)
People get ahead as fast here as in other places	15 (10.7)	69 (49.3)	30 (21.4)	19 (13.6)	7 (5.0)
I am satisfied with my chances for promotion	32 (22.9)	83 (59.3)	19 (13.6)	3 (2.1)	3 (2.1)
I am due for promotion for years, nothing is done	4 (2.9)	2 (1.4)	13 (9.3)	51 (36.4)	70 (50.0)
Promotion opportunities are equitable	24 (17.1)	63 (45.0)	20 (14.3)	27 (19.3)	6 (4.3)

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I feel unappreciated regarding promotion opportunities	8 (5.7)	14 (10.0)	18 (12.9)	64 (45.7)	36 (25.7)
Promotion opportunities motivate my performance	41 (29.3)	65 (46.4)	26 (18.6)	4 (2.9)	4 (2.9)

Source: Survey, 2024

Table 5: Respondents' Views on Employee Turnover

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I can keep my current job for as long as I want	27 (19.3)	75 (53.6)	24 (17.1)	11 (7.9)	3 (2.1)
I am afraid of losing my present job	10 (7.1)	30 (21.4)	15 (10.7)	56 (40.0)	29 (20.7)
The job in this organization is not secured	8 (5.7)	2 (1.4)	5 (3.6)	76 (54.3)	49 (35.0)
I am not really sure how long my present job will last	-	10 (7.1)	26 (18.6)	75 (53.6)	29 (20.7)
Working conditions are not favorable; I am thinking of leaving soon	1 (0.7)	19 (13.6)	11 (7.9)	69 (49.3)	40 (28.6)
I see better opportunities outside the organisation	9 (6.4)	55 (39.3)	31 (22.1)	30 (21.4)	15 (10.7)

Source: Survey, 2024

Table 6: Correlation Analyses of Job Satisfaction, Job Security, Promotion Opportunities, and Employee Turnover

Variables	Pearson Correlation	Sig. (2-tailed)	N
Job Satisfaction & Employee Turnover	0.960**	0.000	140
Job Security & Employee Turnover	0.948**	0.000	140
Promotion Opportunities & Employee Turnover	0.979**	0.000	140

**Correlation is significant at the 0.01 level (2-tailed).*

4.2. Hypotheses Evaluation

The data (Table 2) indicate that while respondents largely express satisfaction with co-worker relations (85.8%) and supervisory competence (92.8%), dissatisfaction with pay and benefits (55.7% reporting feelings of underappreciation) persists. Table 6 further shows a very strong positive correlation between job satisfaction and employee turnover ($r = 0.960$, $p < 0.01$). This supports H1, suggesting that lower satisfaction strongly predicts higher turnover intentions.

From a theoretical perspective, Herzberg's two-factor theory explains that hygiene factors such as pay and benefits, when inadequate, generate dissatisfaction and motivate turnover, whereas motivators like recognition and pride sustain engagement (Herzberg, 1966; Lin & Huang, 2021). Additionally, equity theory posits that perceived inequities between effort and reward increase withdrawal behavior (Adams, 1963; Heckert, 2022). Empirically, studies in emerging economies have consistently found that dissatisfaction with compensation and recognition is a major

predictor of employee turnover (Krausz et al., 2022; Meyer & Bartels, 2023). Therefore, H1 is strongly supported, consistent with both theory and recent empirical evidence.

Table 3 shows that a majority of employees perceive high job security (83.5% report being secure, 72.9% believe they can retain jobs regardless of economic conditions). Nevertheless, 21.4% are uncertain, and 14.3% feel working conditions are unfavorable. The correlation analysis in Table 6 shows a strong positive relationship between job security and turnover ($r = 0.948$, $p < 0.01$), suggesting that employees perceiving lower job security are more likely to consider leaving.

Theoretically, signaling theory holds that stable employment signals organizational commitment, reducing turnover (Boon et al., 2020). Moreover, human capital theory suggests that employees with firm-specific skills are more sensitive to security threats because potential losses are higher (Becker, 1993; Heckert, 2022). Empirical studies support this: even in high-security environments, employees who perceive instability are prone to turnover, especially when alternative opportunities exist (Bibi et al., 2022; Ng & Feldman, 2022). Hence, H2 is supported, confirming that perceived job security is a crucial determinant of retention.

Respondents largely agree that promotions motivate performance (75.7%) and that opportunities are equitable (62.1%), but half report being overdue for promotion. Table 6 shows a very strong positive correlation between promotion opportunities and turnover ($r = 0.979$, $p < 0.01$), indicating that limited or delayed promotions are associated with higher turnover intentions.

This aligns with expectancy theory, which argues that employees' motivation depends on the perceived likelihood of reward following effort (Vroom, 1964; Lawler, 2022). When promotion expectations are unmet, motivation declines, increasing the probability of turnover. Empirical studies have shown that organizations with transparent and timely career progression systems experience lower attrition rates (Lee et al., 2021; Lin & Huang, 2021). Therefore, H3 is strongly supported, demonstrating the critical role of promotion opportunities in employee retention.

All three hypotheses are supported by the survey data and correlation analyses, indicating that job satisfaction, job security, and promotion opportunities are significant determinants of employee turnover. These findings are consistent with the Job Embeddedness Model (Mitchell et al., 2001; Ng & Feldman, 2022), which posits that employees' embeddedness reduces voluntary turnover. The data also reinforce contemporary empirical findings in organizational behaviour and human capital economics, emphasizing that retention strategies must integrate financial,

psychological, and career development considerations (Meyer & Bartels, 2023; Krausz et al., 2022).

5. Conclusion

The analysis revealed that job satisfaction, job security, and promotion opportunities are significant determinants of employee turnover. Specifically, employees who reported higher levels of job satisfaction and perceived job security were less likely to express intentions to leave their organizations. Conversely, limited promotion opportunities were associated with higher turnover intentions. These results align with established theories such as Herzberg's Two-Factor Theory, which posits that factors like achievement and recognition (motivators) contribute to job satisfaction, while hygiene factors like company policies and administration can lead to dissatisfaction if inadequate.

Empirical studies corroborate these findings. For instance, Bello et al. (2021) found that job satisfaction significantly influences turnover intentions in the hotel industry in Lagos State. Similarly, research by Iqbal et al. (2020) highlighted that job characteristics, including promotion opportunities, are strongly correlated with turnover intentions in Nigerian manufacturing firms.

Future research should explore the impact of organizational culture and leadership styles on employee retention in Nigeria. Investigating how factors such as transformational leadership and organizational support influence turnover could provide deeper insights into retention strategies. Additionally, longitudinal studies examining the long-term effects of job satisfaction and security on turnover would be beneficial.Furthermore, comparative studies across different industries within Nigeria could reveal sector-specific challenges and strategies for reducing turnover. Such research could inform tailored interventions to enhance employee retention across various sectors of the Nigerian economy.

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